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MEMORANDUM FOR DR. CHARYK

SUBJECT: LANYARD Program Concept

References: a. SAFUS Memo for DDR/CIA, 2 April 1962, Management of LANYARD.

b. CIA Memo for SAFUS, 5 April 1962, Management of LANYARD.

1. Under the general terms of the agreements established in the above references, this document contains my proposal for the joint Air Force/Central Intelligence Agency conduct of the LANYARD Program. In this document, we have endeavored to define the working concepts, responsibilities and organizations for the successful accomplishment of the objective of LANYARD.

2. I submit this LANYARD Program Concept for your review and approval. Following your approval, I recommend that the document be transmitted to the Central Intelligence Agency for their concurrence and our joint implementation.

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ROBERT E. GREER
Major General, USAF
Director of Special Projects

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LANYARD PROGRAM CONCEPT

I. OBJECTIVE

The objective of the LANYARD Program is to conduct a joint Air Force/Central Intelligence Agency covert, high resolution, stereo, satellite reconnaissance program of thirteen launches, beginning in early 1963, aimed at the coverage of specific high priority targets in denied areas.

II. PROGRAM CONCEPTS

A. General

1. The LANYARD Project will use, whenever possible, hardware and facilities that presently exist in the DISCOVERER Program. Further, the project will utilize the 66" camera system developed for (E-5) (101B) Program modified to be compatible with the capabilities of the Thrust Augmented Thor/AGENA-D booster/satellite combination.

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3. As a joint Department of Air Force and Central Intelligence Agency program, the LANYARD Program will endeavor to employ those features, skills, facilities, and talents of each participating organization in such a fashion as to best utilize the capabilities of each for the achievement of a common goal. The specific responsibilities of each participant are defined in the remarks to follow.

B. Technical Approach

1. The existing E-5 camera system will be modified and lightened to make it compatible with the capabilities of the Thrust Augmented Thor/AGENA-D combination and the existing DISCOVERER re-entry vehicle. A special forward section will be developed to mount the E-5 camera system and the peculiar equipment on the AGENA. The resulting system will provide 4.2 feet resolution at a 2:1 contrast at the operational altitude, stereo capability and yaw steering for off-orbit trace coverage with a payload capability of 77 pounds of five-inch film (7600 feet.)

2. The thrust of the THOR DM-21 space booster will be augmented by the addition of three XM-33 solid rocket boosters. These solid motors will be supported at the mid-section and base of the THOR on 120 degree centers. Circuitry will be provided for ignition of these boosters only after the main engine is ignited and the booster is committed to launch. The casings will be jettisoned automatically at a position consistent with range safety criteria (after approximately 60 seconds of burning.)

3. In order to increase the probability of covering the desired target(s) the BTL guidance system will be moved from THOR booster

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into the AGENA satellite to provide accurate steering after separation from the booster. In addition, this guidance system will have a flexible program capability which will permit a wide variety of inclination angles.

4. Project LANYARD vehicles will be launched from Vandenberg AFB into near polar orbits. Launch facilities presently used by 622A will be used with only minor modification required to support Thrust Augmented Thor. Normal range safety support will be provided by Pacific Missile Range.

5. A planned flight test of the Thrust Augmented Thor/AGENA-D combination will be conducted in the fall of 1962.

C. Internal Government Arrangements

1. Technical Program Management (SE/TD): Technical responsibilities for the accomplishment of the LANYARD Program rests with the Director, Special Projects, OSAF. In this capacity the Director, Special Projects will discharge all major technical decisions affecting the development, modification and delivery rates of all components of this system. Specific detailed technical responsibilities will be delegated to the Director, [redacted] for the day-to-day operation of the technical aspects of the program. A Configuration Control Board will be constituted from representatives of the participating organizations to support, advise, and counsel the Director, Special Projects and the Director,

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[redacted] The CCB will review and assess all proposed changes and modifications to the payload, items affecting the on-orbit operation of the payload, and the content of the final product. The Configuration Control Board actions which do not involve a change in contract scope, alter payload characteristics or performance, do not affect delivery or

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launch schedules, and which have no appreciable effect on costs (\$10,000) will be submitted to the Director, [redacted] for final approval.

The Configuration Control Board actions involving a change in contractual scope, costs in excess of \$10,000, revisions to launch schedules or payload performance, will be submitted through the Director, [redacted] to the Director, Special Projects for final approval. For CCB procedures, see Annex A.

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2. Security: Program security responsibility is vested in the Central Intelligence Agency. The security system for the LANYARD Program will be established as a separate program. The objective of the security plan will be to provide for the protection of both the "C" Program and the LANYARD Program and prevent the compromise of one as a result of the activities of the other. Contractor personnel clearance procedures for the LANYARD Program will make provision for the final approval of all clearance requests by the Director, Special Projects or his authorized representative. For detailed contractor clearance procedures, see Annex B. Clearance requests sponsored by all DOD activities, outside of the Office of the Under Secretary of the Air Force, must receive the approval of the Director, Special Projects prior to the issuance of the clearance.

3. Procurement:

(a) Overt Procurement: Procurement of the large dollar volume items as the booster, the AGENA-D vehicle, adaptation of the AGENA-D vehicle to a [redacted] configuration, GSE, launch services, and related items will be accomplished by the Air Force using [redacted] cover. Contract administration will be accomplished in accordance with Air Force requirements and standards.

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(b) Covert Procurement: Under the authority vested in the Central Intelligence Agency for covert procurements and employing a Central Intelligence Agency procurement officer in residence with the Director, Special Projects, the Central Intelligence Agency will procure the following general category of materials and services: SE/TD services; payloads and spares; re-entry vehicles and spares; payload integration, assembly and checkout; payload GSE; and test equipment. Contract administration will be accomplished in accordance with Central Intelligence Agency requirements and standards.

(c) Programming and Financial Management: Programming of funds and financial management will be the responsibility of Director, Special Projects for both overt and covert procurements. For covert procurements, the Central Intelligence Agency channels for procurement authority releases and disbursement of payments will be utilized. For covert procurement details, see Annex C.

4. Operations: All operational requirements, priorities, and responses to the national need will be the responsibility of the Central Intelligence Agency. Except for circumstances arising as a result of vehicle or payload technical difficulties wherin the decision of the Director, Special Projects is overriding; control of all vehicle operations following orbit injection will conform to the operational requirements as established by the Central Intelligence Agency. This responsibility is interrupted only during the recovery sequence at which time recovery operations revert to Director, Special Projects. Upon the return of the recovery body to the continental United States, the Central Intelligence Agency then assumes full responsibility of further processing of the recovered take. It can be anticipated that the resources of the STC will

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be required to support this program to a level not yet determined at this time.

5. Communications:

(a) Operational-Administrative Communications Net:

This net will operate between Director, Special Projects, Headquarters, Central Intelligence Agency, the STC, and SAFSS. Present facilities employed in the "C" Program can be used as a basis for the development of the new net. The purpose of this net is to provide for the exchange of operational information during missions and such administrative traffic as is appropriate.

(b) Technical-Administrative Communications Net:

This net will provide direct communications between the Director, Special Projects and all major contractors. The various contractors in the net will be able to communicate with each other by relay through the Director, Special Projects. The purpose of this net will be to provide for rapid and secure handling of technical and administrative matters.

6. Contract Management Structure: The contract management structure for the LANYARD Program will consist essentially of the following basic elements:

(a) A prime weapons systems contractor for Systems Engineering and Technical Direction will be designated. This contractor will be the Lockheed Missile and Space Company (LMSC). Under this arrangement the LMSC will have a dual role, that of being the prime contractor on the overt side for [redacted] and that of being the SE/TD contractor on a covert basis for the payload. The LMSC covert responsibilities will include payload integration under an SE/TD contract.

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[Redacted]

(b) The camera will be procured under a covert contract from the ITEK Corporation which will act in the role of an associate contractor. The residual payload inventory resulting from the termination of the E-5 (101B) Program will be transferred to the LANYARD Program employing the new LANYARD payload covert contract.

(c) The recovery system will be procured under a covert contract from the General Electric Company on a fixed price basis. The General Electric Company will perform as an associate contractor.

(d) The development of the Thrust Augmented Thor booster will be the responsibility of the Douglas Aircraft Company under an overt contract from the Space Systems Division for [Redacted]

(e) Launch support, on-orbit communications, and support operations will be provided by overt contracts between the Space Systems Division, [Redacted] and the respective contractors.

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ANNEX A

CONFIGURATION CONTROL BOARD

I. PURPOSE

The purpose of this Configuration Control Board is to insure, expedite, and formalize coordination between the Director, Special Projects and the Central Intelligence Agency concerning the activities and changes which affect the payload, the on-orbit operation of the payload and the content of the final product.

II. MEMBERSHIP

The Configuration Control Board will be constituted from representatives of the participating organizations. The chairman will be appointed by the Director, Special Projects. The membership of the board shall include an individual representing payload technical considerations, an individual representing mission planning and orbital operations, and an individual representing the using community.

III. RESPONSIBILITIES

The Chairman of the Configuration Control Board is responsible for all their technical decisions and/or recommendations of the Configuration Control Board. The chairman must inform the other members of the board of proposed operational or configuration changes and obtain their concurrence or objections before submitting these changes for implementation. The other members of the board are responsible for recommending those changes in their particular areas of interest which will improve the performance, reliability or operational results from their viewpoint and for coordinating these proposed changes with their respective activities.

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IV. PROCEDURE

Configuration Control Board meetings will be held at approximately one month intervals or as required to review progress results and proposed changes. Formal Configuration Control Board coordination will normally be accomplished at these meetings. This coordination may be accomplished by signature on appropriate documents such as memorandums, letters, and minutes of the meeting or technical directives. These proposed changes will then be submitted for approval in accordance with the agreements contained in the basic document.

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ANNEX C

COVERT PROCUREMENT PLAN

I. OBJECTIVE

It is contemplated that a field extension of the Central Intelligence Agency procurement organization will be established to provide direct program support in procurement and contract administration to the Director, Secretary of the Air Force Special Projects. It is the objective of this plan to define the responsibilities, functions, and organizational requirements of this procurement extension and to outline a specific procedure for the acquisition of qualified personnel that will provide for the early implementation of this plan.

II. RESPONSIBILITIES

A. Procurement:

1. Overt Procurement: Procurement of the large dollar volume items as the booster, the AGENA-D vehicle, adaption of the AGENA-D vehicle to a [redacted] GSE, launch services, and related items will be accomplished by the Air Force using [redacted] Contract [redacted] 25X1 NRO 25X1 NRO administration will be accomplished in accordance with Air Force requirements and standards.

2. Covert Procurement: Under the authority vested in the Central Intelligence Agency for covert procurements and employing a Central Intelligence Agency procurement officer in residence with the Director, Special Projects, the Central Intelligence Agency will procure the following general category of materials and services in response to technical requirements and instructions provided by the Director, Special Projects: SE/TD

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services; payloads and spares; re-entry vehicles and spares; payload integration, assembly and checkout; payload GSE; and test equipment.

Contract administration will be accomplished in accordance with Central Intelligence Agency requirements and standards.

3. Programming and Financial Management: Programming of funds and financial management will be the responsibility of Director, Special Projects for both overt and covert procurements. For covert procurements, the Central Intelligence Agency channels for procurement authority releases and disbursement of payments will be utilized.

III. FUNCTIONS

A. General: Consistent with the responsibilities outlined above, it will be necessary that certain basic procurement functions be accomplished within the field office. Generally these functions can be considered to fall within three broad areas as follows:

1. Initial Programming and Procurement: Functions to be performed within this area require establishment of day-to-day intimate working relationship with Program Directors, technical program personnel and programming staffs. Consideration of sources, selection of work specification criteria, funding consideration, establishment of management parameters, including cost controls, pricing validation, negotiations, etc., are all functions that must be accomplished at this time in connection with those responsible for the direction and management of the program.

2. Subsisting Procurement Action: This general area considers functions that are required on a routine day-to-day action basis. It consists of documentation of files, issuance of CCN's, change orders, supplemental agreements, etc. Included are the functions of funds

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expenditure review, (DD 1097's), maintaining technical direction responsiveness and planning. Again, the key to successful program procurement support is the maintenance of a cooperative, harmonious, and effective day-to-day working relationship with program managers to insure a sensitive reaction capability to changing program demands.

3. Contract Administration: Problems cannot be solved unless they are recognized. In this sense the contract administration function serves as a vital sensor to contractor problems in the formative stage. The primary responsibility of contract administration is to insure that all the terms and conditions of a contract are complied with and, in turn, certify to the appropriateness of reimbursement for supplies and services rendered. Administration of a contract is that function of program management which actually insures execution of the objectives and requirements of a given program for which the contractor was contracted with to perform. This function insures the work is initiated on schedule, manpower employed in the quantity and quality proposed, tools, equipment, and facilities provided in the time period necessary, and, in general, validates the every day routine of the contractor's progress toward employment of the men, materials and equipment toward the desired end at the lowest possible cost. Upon analysis, this function becomes entirely a matter of administering (or managing) costs. Interruptions of schedules, lack of manpower, excessive overtime, substandard performance, etc., all add to programmed costs. Therefore, significant departure from planned costs are really indicators of problems in the making. If defined and reported promptly and properly, corrective action can be applied early enough to prevent costly overruns and loss of program integrity to schedule and performance.

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IV. ORGANIZATIONAL REQUIREMENTS

The organizational requirements of this plan, at least initially, require the covert attachment of one Central Intelligence Agency procurement officer, in residence, to the Staff of the Director, Special Projects. This procurement officer can be administratively supported by Agency people already in residence with the Director, Special Projects or cleared Air Force people. Detailed working relationships between the resident procurement officer and the Central Intelligence Agency Headquarters are subject to the needs and requirements of that Headquarters. The assignment of a specific individual is at the discretion of Central Intelligence Agency Headquarters; however, the Air Force is completely willing to provide either a civilian employee or an officer to man the position by transfer to the Central Intelligence Agency.

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